255 West Stanley Avenue

RFP Response

Proposal presented to Ventura Unified School District on March 5, 2026



PROTEA + MALICK INFILL DEVELOPMENT

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Section 1 - Letter of Intent

Cover Letter

March 5, 2026

To the Ventura Unified School District (VUSD) Selection Committee:

Stanley Ave Housing Partners—a strategic joint venture between **Protea Properties** and **Malick Infill Development**—is honored to submit this proposal for the landmark development of **255 West Stanley Avenue**. Following our team's recent unanimous selection by the San Diego Unified School District to develop the **Keystone Education District**, which stands as potentially the largest Public-Private Partnership (PPP) education workforce housing project in California history, we are eager to bring this same level of innovation and mission-alignment to VUSD and the City of Ventura.

Our team believes that public lands represent the most vital tool available to solve the state's housing affordability crisis. We do not view this site as merely land for housing, but as an opportunity to create a "lifestyle community" that is healthy, sustainable, and deeply rooted in the success of the District's most valuable asset: its people.

A Unique, Bifurcated Strategy To meet the District's dual objectives of maximizing immediate revenue and ensuring long-term institutional flexibility, we are proposing a unique, two-pronged transaction structure:

- **Purchase Offer (Townhomes & Commercial):** We propose to purchase a subdivided portion of the property for the development of approachable, middle-income for-sale townhomes. This generates near term liquidity for the District while addressing the critical need for family-sized housing, which will lead to more students in the District.
    - Purchase Offer: **$12.50M** for approximately **18 acres**
- **Subsidized Ground Lease (Workforce Rentals):** The remainder of the 24.83 acres will be developed under a long-term ground lease. This structure ensures the District maintains ultimate control of the land for future reprogramming as educational needs evolve over the next century.
    - Lease Offer: Approximately **$583M** over the next 99 years for **7 acres**
    - **Net Present Value** is approximately **$65M**

Commitment to the "Missing Middle" Our proposal directly targets the "missing middle"—the educators and staff who earn too much for traditional subsidies but can't afford to buy a home near their place of work.

- **Rent Restrictions:** 100% of the apartments will be rent-restricted, ensuring VUSD employees pay **no more than 30% of their family income** on housing.

- **Revenue Sharing:** After an initial seasoning period, our model includes a percentage-based rent component, allowing the District to share in the long-term financial upside of the community's success.

Commitment to the Community The subject site represents a generational opportunity to deliver long-term value for both the School District and the broader community. The project directly advances General Plan Policy **LU-22.9 (VUSD Sites)** by promoting community-serving redevelopment of an underutilized school district property. Our vision includes key community partners including Ventura Housing, Habitat for Humanity, and the YMCA. The benefit these partners bring to the long-term success of the community add tremendous intrinsic value to the School District.

- Ventura Housing will be a partner in providing quality affordable rental housing for eligible low-income residents
- Habitat for Humanity will be a partner to provide rare affordable ownership opportunities
- YMCA will be a partner to provide a recreational facility that the community desires

We are excited to partner with the Ventura Unified School District to transform this surplus property into a vibrant neighborhood hub that fosters equity, innovation, and responsible stewardship.

Sincerely,



Paul Gherini Project Lead



Andrew Malick Director of Development

Letter of Intent (Purchase)

The following terms and conditions are proposed for this purchase:

1. **Purchase Price:** $12,500,000 payable in full in cash at Closing, less deposits, as described below.
2. **Close of Escrow:** Shall occur on the earlier of (1) Local Jurisdiction Approval of Building Permit, or (2) 48 months from the Effective Date of the Agreement.
3. **Initial Deposit:** Buyer will make an initial deposit of $187,500 within three (3) business days of mutual execution of a Purchase and Sale Agreement. Initial Deposit will remain refundable until the expiration of the Inspection Period, at which point it will be immediately released to the District, but applicable to the Purchase Price.
4. **Additional Deposits:** Buyer will make a series of additional deposits which will be released to the District as non-refundable, but applicable to the Purchase Price, unless the District is unable to deliver a good title to the Property. Each deposit shall be subject to the Buyer's unilateral decision to proceed with the transaction. The deposit structure is as follows:
    - Buyer, at their option, will have an additional three month Inspection Period for an additional $93,750 refundable deposit. At the conclusion of the three month additional Inspection Period, if Buyer elects to move forward, all deposits shall be non-refundable but applicable to the purchase price.
    - At the end of the Inspection Period, Buyer shall make an additional deposit of $187,500 that will be non-refundable but applicable to the purchase price.
5. **Inspection Period:** Buyer Shall have 6 months from the execution of the Purchase and Sale Agreement to conduction inspections and due diligence. Buyer shall be provided with the opportunity to conduct whatever physical inspections Buyer deems necessary subject to reasonable notice and noninterference with current users of the site. Buyer shall have the right to review any and all documentation, title reports, surveys, soil studies, and all other documents relating to the Property, and the District shall promptly deliver to Buyer copies of all such documents in its possession, custody, or control, subject to entry into a Purchase and Sale Agreement. District staff will cooperate in providing such information as Buyer may reasonably require regarding the history, use, and condition of the Property.
6. **Government Approvals:** Buyer shall be seeking various government approvals as may be required for development of the Property in the manner Buyer intends, including a tentative subdivision map and other permits. The District will cooperate with and assist Buyer as reasonably necessary in submitting applications for such approvals, including signing appropriate documents that may be required by government officials.

7. **Other Provisions:**
    - **7.1** Buyer will request (in a binding Purchase and Sale Agreement) standard representations and warranties as are customary for transactions of this type, including with respect to authority, brokers, completeness of due diligence materials, absence of litigation, absence of hazardous materials or hazardous site conditions, absence of violations of law, and vacancy of all structures on the premises at Close of Escrow.
    - **7.2** Following completion of all conditions set forth in a binding Purchase and Sale Agreement, the District shall convey the Property to Buyer at Close of Escrow in substantially the same condition as at the present time, except as regards to the condition of the improvements thereon (which Buyer shall be responsible for removing) and shall have cured any violation of applicable laws, regulations and codes, and shall have removed all monetary liens or other encumbrances to title that would prevent or impair good title from being passed to Buyer.
    - **7.3** Buyer understands that the District has retained DCG Strategies as its real estate agent in connection with this transaction, and that the District will be solely responsible for any compensation due to DCG Strategies based on its arrangements with the firm. Any compensation due to other real estate agents or brokers engaged or retained by Buyer in connection with this transaction will be the sole responsibility of the Buyer.
8. **Definitive Purchase and Sale Agreement:** As expeditiously as possible, Buyer intends to negotiate with the District and agree to a definitive and binding Purchase and Sale Agreement, but until that has been done, either party may withdraw from this transaction without further obligation of any kind to the other.
9. **Approval Required by District Authorities:** Buyer understands and acknowledges that the District's execution of the Purchase and Sale Agreement must be conditioned on approval of its Board of Education.

Letter of Intent (Ground Lease)

The following terms and conditions are proposed for this lease:

1. **Type of Lease:** Percentage rent based upon the Net Operating Income (NOI).
2. **Term:** The term of this Lease shall be for the period of 1,188 months (99 years). The Term shall commence on the Commencement date as identified below.
3. **Option to Extend:** NA
4. **Use:** The Premises shall be used for the purposes of Education Workforce Housing.
5. **Rent:** For the period commencing on the Rent Commencement Date, Lessee shall pay to Lessor, in accordance with the rent schedule below:

Years	Percentage of NOI
1 - 5	0.00%
5 - 10	2.00%
11 - 20	4.00%
21 - 30	5.00%
31 - 40	7.50%
41 - 50	10.00%
51 - 60	12.50%
61 - 70	15.00%
71 - 80	17.50%
81 - 90	20.00%
91 -99	20.00%

6. **Security Deposit:** Upon signing the Lease, Lessee shall pay to Lessor a Security Deposit in the amount of $250,000.
7. **Lease Commencement:** Lease shall be effective immediately upon execution by duly authorized representatives of both parties.
8. **Rent Commencement:** Rent shall commence upon execution of the lease.

9. **Inspections:** Lessee shall be provided with the opportunity to conduct whatever physical inspections Lessee deems necessary and desirable subject to reasonable notice and noninterference with current users of the site (if applicable). Lessee shall have the right to review any and all documentation, title reports, surveys, toxic and soil studies, and all other correspondence and documents relating to the Property, and the District shall promptly deliver to Lessee copies of all such documents in its possession, custody, or control, subject to entry into a Lease Agreement. District staff and agents will cooperate fully with Lessee in providing such information as Lessee may reasonably require regarding the history, use, and condition of the Property.
10. **Government Approvals:** Lessee shall be seeking various government approvals as may be required for development of the Property in the manner Lessee intends, including a tentative subdivision map and other permits. The District will cooperate with and assist Lessee as reasonably necessary in submitting applications for such approvals, including signing appropriate documents that may be required by government officials.
11. **Other Provisions:**
    - **11.1** Lessee will request (in a binding Lease Agreement) standard representations and warranties as are customary for transactions of this type, including with respect to authority, brokers, completeness of due diligence materials, absence of litigation, absence of hazardous materials or hazardous site conditions, absence of violations of law, and vacancy of all structures on the premises.
    - **11.2** Lessee understands that the District has retained DCG Strategies as its real estate agent in connection with this transaction, and that the District will be solely responsible for any compensation due to DCG Strategies based on its arrangements with the firm. Any compensation due to other real estate agents or brokers engaged or retained by Lessee in connection with this transaction will be the sole responsibility of the Lessee.
12. **Definitive Lease Agreement:** As expeditiously as possible, Lessee intends to negotiate with the District and agree to a definitive and binding Lease Agreement, but until that has been done, either party may withdraw from this transaction without further obligation of any kind to the other.
13. **Approval Required by District Authorities:** Lessee understands and acknowledges that the District's execution of the Lease Agreement must be conditioned on approval of its Board of Education.

Section 2 - Development Program

2.1 Overall Planning Concept

Our development concept for 255 West Stanley Avenue transcends the traditional "housing project" model, aiming instead to establish a balanced, vibrant neighborhood that addresses the District's specific objectives. Aligned with the **Mixed Use 4** land use designation in the **2050 Ventura General Plan**, this program integrates high-quality residential living with essential commercial amenities, such as a small local market and neighborhood-serving retail, consistent with General Plan Policies LU-22.3 and LU-22.4.

Key planning features include:

- **Connectivity:** Designing a street grid that anticipates future development at adjacent sites to ensure the project acts as a bridge, not a barrier, for the surrounding community. Key to this concept is acquiring the City owned parcel of land to properly align the intersection at North Olive Street.
- **Sustainable Mobility:** Enhancements to the **Ventura River Trail Bike Path** to celebrate the property's unique adjacency and promote active transportation.
- **Pedestrian-Priority Design:** A streetscape designed for absolute walkability, utilizing small blocks, pedestrian-priority lanes, and a lush canopy of shade trees.

2.2 Residential Program

The residential program is strategically focused on providing attainable housing for middle-class families and District staff to combat the local retention crisis.

- **Educator Workforce Rental Apartments:** Reserved exclusively for Ventura Unified employees, these homes will be situated on a **subsidized ground lease**. This structure allows the District to maintain long-term land ownership and provides the flexibility to reprogram the site as institutional needs evolve. Rents will be strictly restricted to **no more than 30% of a family's income** to ensure true housing security.
- **Family-Centric Unit Mix:** Roughly **40% of all homes** will be family-sized (two and three bedrooms) to directly support District enrollment goals by creating a stable environment for young families.
- **For-Sale Townhomes:** A portion of the 24.83-acre site will be subdivided into a separate parcel for purchase and development of approachable for-sale townhomes. The standard unit will feature **3 bedrooms and 2 bathrooms** with two parking spaces, including at least one garaged space, to meet the practical needs of Ventura families.
- **For-Sale Affordable:** In partnership with the Habitat for Humanity of Ventura County, 10% of the for-sale units will be offered to qualified local middle income community members, including school district employees.

2.3 Commercial Programming

To create an authentic sense of place, our commercial strategy focuses on empowering local entrepreneurs. By providing **turnkey-ready spaces**, we lower the barriers to entry for local visionaries, requiring fewer permits and less startup capital.

Programmed uses are selected to eliminate off-site car trips and include:

- **Daily Services:** Beauty businesses (hair/nails), dry cleaning, and a neighborhood coffee shop.
- **Food & Artisanal Goods:** Fast-casual dining, a local butcher, and a bakery.
- **Local Market:** A dedicated space for staples like milk, eggs, flour, and sugar, as well as dry goods such as grains and cereals.
- **Community Anchors:** The plan i**ncorporates the existing 5,700 SF childcare** facility and introduces an on-site **YMCA** to serve as a regional health and wellness hub.

2.4 Public Realm

The public realm is the "heart" of the development, designed to be the antithesis of a gated community. Upon entering, visitors will find human-scaled streets that discourage speeding, signaling that the **pedestrian has priority**.

- **Safety & Play:** We aim to create an environment where parents feel comfortable allowing their children to walk independently to the market for ice cream.
- **Landscape & Ecology:** To move away from a landscape dominated by asphalt and concrete, we will utilize lush, **drought-tolerant plants** sensitive to the arid climate.
- **Ventura River Trail Integration:** We celebrate our proximity to the Ventura River Trail with multiple easy-access points. We anticipate that trail users will become a vital customer base for our on-site small businesses and a source of vitality for the YMCA.
- **Parks & Open Space:** While General Plan Policy LU-22.15 identifies the potential for a new park as part of the redevelopment on this site, the policy's intent is fulfilled through the pedestrian-oriented streetscape, as described above. The concept plan includes several pocket parks and small neighborhood greens that provide accessible, everyday outdoor spaces for future residents. In addition, the site's proximity to the Ventura River Trail and Harry A. Lyon Park enhances access to larger active recreation areas, ensuring the community benefits from a connected system of open-space amenities, while also prioritizing this land for a variety of housing types/products.

Site Plan Images on Following Pages



TOWNHOMES: 180 UNITS
EDUCATION
WORKFORCE HOUSING: 190 UNITS

MIXED-USE
COMMERCIAL: 30,000 SF
APARTMENTS: 80 UNITS

YMCA: 15,000 SF

0' 80' 160' 320'

rrm design group

STANLEY STUDY

255 W STANLEY AVE

CONCEPT SITE PLAN A1

03/05/26



AREA SUMMARY

USE	GROSS AC
PARK / OPEN SPACE	4 AC
YMCA	1 AC
TOWNHOMES	11 AC
WORKFORCE HOUSING	7 AC
MIXED-USE	4 AC
TOTAL	**27 AC**

*TOTAL SITE ACREAGE INCLUDES CITY OWNED PROPERTY (APPROXIMATELY 1 ACRE) AND WILL BE CONFIRMED THROUGH THE PURCHASE AND SALE AGREEMENT

ALL ACREAGE AREAS ARE ROUNDED TO THE NEAREST WHOLE NUMBER AND WILL BE FINALIZED THROUGH THE PURCHASE AND SALE AGREEMENT

0' 80' 160' 320'

rrm design group

STANLEY STUDY

255 W STANLEY AVE

CONCEPT AREA PLAN A2

03/05/26

Section 3 - Project Timetable and Entitlement Issues

Planning & Entitlement Process

Regulatory Setting

Effective November 20, 2025, the project site has a General Plan land use designation of 'Mixed Use 4.' The City of Ventura's General Plan envisions the Mixed Use 4 land use designation as permitting a mix of residential, commercial, and retail uses and public spaces in a walkable urban environment. Maximum permitted residential density is 54 dwelling units per acre, with a maximum structure height of 4 stories / 55 feet (whichever is lower)'.

The project site has a zoning designation of 'Commercial Planned Development (C-P-D),' which is regulated by Municipal Code Chapter 24.242. It is anticipated that the City of Ventura will be updating its zoning designations to reflect the new General Plan designations. However, the exact timing of this is unknown at this juncture. Preliminary discussions with City staff have indicated that this process should occur within the next six (6) months.

It is assumed that the project site will be rezoned, or if an application is submitted prior to rezoning; evaluated per 'Mixed-Use Zone (MXD)' zoning standards, regulated by Municipal Code Chapter 24.244. Additionally, Chapter 24.305 (Residential and Mixed-Use Overlay Development Code (LM and MU Overlays), provides additional development and design standards that replace and/or are in addition to those prescribed in Chapter 24.244. Please see the 'Potential Entitlement Issues' section below for further analysis of the current general plan/zoning designation inconsistency.

The MXD zoning designation allows for both "small" and "large" multi-family housing as a use by right. "Large" multi-family residential buildings (defined by Municipal Code § 24.244.050 as any residential structure with more than five (5) dwelling units in a single building) are required to obtain a Planned Development (PD) permit. The commercial retail envisioned for the property is anticipated to be local retail and/or personal services, which are permitted by right. Further, the MXD zoning designation also permits Community Meeting (YMCA facility) and Day Care Centers.services, including government administrative offices, subject to a use permit.

Potential Entitlement Issues

General Plan/Zoning Inconsistency: California law (specifically Government Code § 65860) establishes that a local jurisdiction's zoning ordinance must be consistent with the General Plan. This section of law requires that jurisdictions amend zoning ordinances to be consistent with any amendment or change to the General Plan "within a reasonable time," typically understood to be 180 days from the date of the General Plan amendment. Should a development application be filed prior to such an amendment to the zoning ordinance, Government Code §65860(c)(2)(B)

establishes that a local agency shall apply only the objective general plan standards, but not the inconsistent zoning standards, to facilitate and accommodate the proposed development at the density allowed by the General Plan.

State law further establishes that a proposed development shall not be deemed inconsistent with any zoning ordinance or related zoning standard and shall not be required to be rezoned if there is substantial evidence that the proposed development is consistent with the objective general plan standards and the density allowed on the site by the General Plan.

Additionally, the Housing Accountability Act (HAA) provides specific protection for development proposals that contain affordable housing. Specifically, Government Code §65589.5(d)(i)(5) establishes that an affordable housing project can be denied only when a project is inconsistent with both the zoning and general plan designations. As the project would be consistent with General Plan designation, it would be able to proceed without a zoning ordinance amendment.

Potential Technical Reports / Studies: As part of the development proposal at the project site, it is assumed that the preparation of several technical reports / studies will be necessary to support project review, including environmental review. Anticipated / expected technical studies may include the following:

- Phase I Environmental Site Assessment
- Traffic study / VMT analysis
- Arborist report
- Acoustical study / noise report
- Preliminary Title Report

Potential Entitlement Process(es) Strategies

There are several potential entitlement processing pathways available to the proposed project. These include:

1. Standard City Entitlement Strategy: The City of Ventura's standard approval process, with the following public hearings and approvals required. While the exact zoning designation is not known at this time, it is assumed that the site will be rezoned to MXD (Mixed Use). The anticipated discretionary approval process is as follow:

- Design Review Committee: Design Review (Advisory Hearing)
- Community Development Director Hearing: Use Permit (Community Meeting and Daycare uses, Density Bonus, and Tentative Parcel Map or LLA, if necessary or pursued. (Decision Maker)

This pathway provides the greatest flexibility for incorporating commercial uses along Stanley Avenue but involves a longer, fully discretionary process.

2. SB 35/423 Streamlined Ministerial Approval Process (SMAP) Strategy: A streamlined ministerial approval process established by California Government Code §65913.4. A preliminary review of the key criteria for utilization indicates that the proposed project is eligible to utilize the SMAP. SMAP requires that the City complete its review of a development proposal for consistency with applicable, objective standards within 90 days of receipt.

At the date of this RFP response, the City as part of their Housing Element Implementation is working to codify a local chapter within their Municipal Code for a Mutli-Fmaily Ministerial Review Administrative Permit. A more thorough review of the eligibility criteria under the adopted ordinance will be necessary to confirm site/project eligibility if this entitlement strategy is to be further explored.

This pathway is advantageous for increased schedule certainty and reduces entitlement risk, provided the project adheres strictly to applicable objective standards and meets the eligibility criteria.

3. AB 2295 Educational Housing Strategy: A process established by California Government Code §65914.7 which establishes that District staff housing on land owned by a local educational agency, regardless of zoning designation, would be deemed an allowable use. Based on our understanding of AB 2295, though this law should avoid the need for zoning changes, it does not create an exemption under the California Environmental Quality Act (CEQA) or other streamlined permitting pathway. AB 2295 does not contain provisions that would allow for the retail/commercial uses envisioned along Stanley Avenue (personal services, retail, and/or community meeting). Therefore, these uses would have to be entitled via a separate process independent of AB 2295, likely utilizing the standard City procedures, as described above in Option1.

Regardless of which of the three above entitlement strategies selected, the development team recommends filing an SB 330 preliminary application. This initial step provides an opportunity for City staff to provide 1) preliminary feedback on a conceptual plan and 2) vests all applicable City fees and development standards as codified on the date the SB 330 application is filed.

The development team will collaborate with their community partners, affordable housing collaborators, and District staff to determine the most appropriate entitlement strategy based on project goals, desired uses, and schedule priorities.

Planning Entitlement Timetable

For purposes of establishing a preliminary project schedule, we have conservatively assumed that the proposed project will obtain planning approvals via the Standard City Entitlement process, as described above. This process is believed to be the lengthiest of all contemplated

options, as the other options utilize State law (in addition to State Density Bonus Law), to expedite the project timeline. An estimated project timeline is provided below. Please note that this schedule is preliminary and subject to change.

Millestone	**Start Date**	**End Date**
Target VUSD Approval	May 2026	
VUSD / Development Partner Contract Negotiations and Authorization	May / June 2026	
Further Due Diligence and Concept Plan Refinements	June 2026	July 2026
Preliminary Application Plans & Materials Prepared	August 2026	
SB 330 Preliminary Application Filed	September 2026	
SB 330 Pre App Reviewed by City	October 2026	
City Sends SB 330 Pre-App Comment Letter	November 2026	
Entitlement Plans & Materials Prepared	December 2026	January 2027
Community Workshop / Engagement	January 2027	February 2027
Initial Entitlement Package Filed*	Beg. February 2027	
City Review of Entitlement Package	February 2027	March 2027
City Sends Incompleteness Letter No. 1	March 2027	
Entitlement Plans/Materials Revised per City Letter No. 1	March 2027	April 2027
Entitlement Resubmittal 1	End of April 2027	
City Review of Resubmittal 1	May 2027	
City Sends Incompleteness Letter No. 2	May / June 2027	
Entitlement Plans/Materials Revised per City Letter No. 2	June / July 2027	
Entitlement Resubmittal 2	July 2027	
City Sends Completeness Determination	August 2027	
Design Review Committee [DRC] Meeting (*depending on extent of comments in Incomplete Letter 1, DRC may move up after Resubmittal 1*)	August / September 2027	

Millestone	Start Date	End Date
Planning Director Hearing	Fall 2027	
Appeal Period ends	10 days following hearing date	
Notes: 1. Subject to City reviews timing and placement on DRC and Director's agendas. 2. This schedule assumes two resubmittals, or three total entitlement submittals to the City.		

Section 4 - Key Team Members and Past Experience

4.1 The Joint Venture: Protea + Malick Infill Development

Our team is led by a strategic joint venture between **Protea Properties** and **Malick Infill Development (MID)**. This partnership unites Protea's nearly three decades of large-scale investment and management expertise with MID's industry-leading experience in pioneering middle-income, sustainable urban infill housing.

The Protea/Malick JV has a proven history of collaboration, most notably on the award-winning **Parco** mixed-use project. In that partnership, MID drove the initial vision and community engagement, while Protea led the capital markets strategy and construction management to deliver the project under budget in just 18 months. For the 255 Stanley Avenue project, we bring this same "integrated triangle" of design, construction, and financial management to serve the Ventura Unified School District.

4.2 Key Principals

- **Andrew Malick (Director of Development):** A pioneer in creative housing types, Andrew is a recognized expert in Urban Infill Housing in California. He has been instrumental in authoring state and local legislation to facilitate middle-income housing on transit corridors.
- **Yehudi "Gaf" Gaffen (Strategic Advisor):** Bringing 40 years of experience, "Gaf" is a visionary leader responsible for multi-billion dollar projects like the $3.8 billion Seaport San Diego. He offers a unique "client-side" perspective, having served as program manager for many school district bond programs across California.
- **Jeffrey Essakow (Director of Capital Markets):** As the Founding Partner of Protea Properties, Jeffrey has developed over $600 million in commercial and residential

projects. His expertise lies in structuring complex "capital stacks" to maximize potential for public-sector partners.

- **Paul Gherini (Project Executive)**: Paul is a key member of the Protea/Malick team, specializing in real estate acquisitions, entitlement, financial analysis, and development. His experience ranges from institutional capital markets to public private partnerships with the Port of San Diego, VA and San Diego MTS. **Paul is based in Santa Barbara and will be the local lead.**

4.3 Key Partners (to be continued with local partners)

Firm Profile: RRM Design Group

RRM Design Group (RRM) will serve as the lead entitlement, design, and planning consultant for the Stanley Avenue project. With five decades of experience delivering complex, community-serving infill projects across California, RRM brings deep expertise in architecture, planning, and entitlement strategy. The firm excels at coordinating multi-disciplinary teams, navigating municipal review processes, and producing clear, objective-standard–aligned submittals—capabilities that are essential for a mixed-use, mobility-focused project like Stanley Avenue. Their team is known for responsive communication, thoughtful design, and reliable project delivery that aligns with strict schedule and budget expectations.

RRM's deep roots in the City of Ventura provide an unparalleled advantage in local context and execution. The firm has a proven track record of successful mixed-use and housing initiatives within the city, including the large-scale Westview Village Apartments redevelopment, which transformed a 20-acre site into a vibrant neighborhood of 286 affordable rental units, 34 for-sale townhomes, and multiple community buildings. Beyond housing, RRM's local portfolio includes the sustainable renovation of Surfers Point and the adaptive reuse of the historic J.J. Newberry Store building for their own Ventura office, demonstrating their ability to revitalize historic assets while celebrating the local community's identity.

Firm Profile: Sanbell (Civil Engineering)

Formerly known as Jensen Design & Survey, Inc., Sanbell has been a cornerstone in Ventura County's civil engineering and surveying landscape since 1989. Sanbell's experienced multidisciplinary team of licensed civil engineers, land surveyors, and technical staff are committed to serving municipalities, private developers, agricultural enterprises, and infrastructure clients throughout the region.

Ventura Housing

Ventura Housing is the local trusted housing leader providing innovative and diverse affordable housing solutions that empower residents and future generations to thrive. The mission of Ventura Housing is to provide and develop quality affordable housing for eligible low-income residents of Ventura County and to establish strong partnerships necessary for Ventura Housing customers to achieve personal goals related to: literacy and education; health and wellness; and jobs training and employment leading to personal growth and economic self-sufficiency.

Habitat for Humanity

The vision for Habitat for Humanity is a world where everyone has a decent place to live. In Ventura County, one in three spend more than 50% of what they earn on housing, leaving precious little for necessities like food, transportation, and medical care, and nothing left to save for their future. Many live in homes that are cramped, unsafe, and in disrepair and families suffer from the effects of unstable housing: their health is worse, children perform poorly in schools, and there are fewer opportunities. Habitat for Humanity builds and sells affordable homes, offers critical health and safety repairs for low income homeowners, offers financial education, and advocate for policies that create more housing for struggling families. With the help of partners, volunteers and supporters, Habitat helps hard-working families realize the dream of homeownership and build strength, stability and self-reliance. When families have a stable place to call home, they can stop getting by and start to thrive.

YMCA

In 1887, the same year that the first train came to Santa Barbara, the YMCA was formed in Santa Barbara and Ventura. The Ventura YMCA got its start on September 30, 1887, with a house that was purchased on the corner of Santa Clara and Oak Street, the YMCA was then considered the YMCA of Ventura County. The Channel Islands YMCA is a charitable organization providing programs based upon Christian principles to people of all ages, races, religious beliefs, and economic status to promote Youth Development, Healthy Living, and Social Responsibility.

4.4 Recent Landmark Achievement: The Keystone Education District

The Protea + Malick joint venture was recently selected by a **unanimous vote** of the **San Diego Unified School District (SDUSD) Board of Education** to develop the **Keystone Education District**. This **$1 billion legacy project** transforms the 13-acre SDUSD headquarters into the **largest educator workforce housing initiative in California history**.

The Keystone project serves as a direct model for our proposal at 255 West Stanley Avenue, featuring:

- **Scale and Impact:** 1,500 total units of rent-restricted housing
- **Mission-Aligned Affordability:** 100% of homes are reserved for the education workforce, with rents capped at **30% of actual household income** rather than rigid federal AMI bands.
- **Family-Centric Design:** Nearly **600 units (40%)** are family-sized two- and three-bedroom apartments specifically designed to stabilize district enrollment.
- **Innovation in Sustainability:** An **11-story mass timber village** that utilizes renewable engineered wood to reduce carbon footprints while lowering construction costs compared to traditional steel and concrete.
- **Financial Benefit:** A project projected to contribute **$4.2 billion in new revenue** to the school district over its 99-year lifetime.

This unanimous award cements the Protea + Malick JV as the state leader in delivering high-density, "missing middle" housing on active school district land while upholding the highest standards of public trust and community integration.

Team Resumes Follow

Andrew S. Malick

Development Lead | Founder & CEO, Malick Infill Development

PROFESSIONAL PROFILE Andrew Malick is a distinguished leader in California real estate, specializing in pioneering middle-income housing solutions for urban landscapes. With over 25 years of experience, his leadership stems from direct expertise in all "three sides of the development triangle": design, construction, and development management. He is considered a pioneer in creative housing types, including co-living and micro-units, and is an expert on Urban Infill Housing in the State of California.

RELEVANT EXPERIENCE

- **Keystone Education District (SDUSD):** Project Lead for the landmark 1,500-unit educator workforce housing development.
- **Parkline (San Diego, CA):** Developer and Design Lead for a 94-unit mixed-use model for transit-oriented development (2022–2023).
- **Parco (National City, CA):** Developer for a 127-unit, eight-story attainable housing project that received the 2022 Orchid Award for architecture.
- **Palm City Transit Village (San Diego, CA):** Developer for a 500-unit master-planned community focused on middle-income housing.

BOARDS & COMMISSIONS

- Board Member, Council of Infill Builders (2023–Present).
- Board Member, LAI Land Economics Society, San Diego Chapter.
- Founder, Transit Oriented Developer Council (2019).
- Founder, Small Scale Infill Developer Council (2014).

EDUCATION

- Master of Real Estate Development, Woodbury University.
- Master of Urban Design, Washington University, St. Louis.
- Master of Architecture, Washington University, St. Louis.
- Bachelors of Engineering, Trinity College.

Yehudi “Gaf” Gaffen

Strategic Advisor | Co-Founder, Protea Properties

PROFESSIONAL PROFILE Yehudi Gaffen is a renowned development leader with a 40-year career defined by successfully delivering transformative, multi-billion dollar projects. He offers a unique dual perspective, having managed major public capital programs from the client side and led massive master developments from the owner side. He is a visionary and accomplished leader in construction management, real estate development, and program management.

RELEVANT EXPERIENCE

- **Seaport San Diego (San Diego, CA):** Visionary leader behind the $3.8 billion redevelopment of the San Diego waterfront.
- **San Diego Unified School District Bond Programs:** Served as the trusted program manager for the District’s $5 billion Proposition S and Proposition Z bond programs.
- **Zizhu Purple Bay Master Plan (Shanghai, China):** Master planning for a $12 billion project.
- **San Diego Community College District:** Managed $1.55 billion in Propositions S & N bond programs.
- **Orange County Great Park:** Managed the $1.5 billion initiative.

BOARDS & COMMISSIONS

- Board Member, PS1 Pluralistic School.
- Past Board Member, San Diego Regional Economic Development Corporation.
- Past Board Member, San Diego County Taxpayers Association.
- Past Board Member, UCSD Moores Cancer Center Board.

AWARDS & RECOGNITIONS

- San Diego 500 Most Influential Business Leaders, San Diego Business Journal.
- Latvian Construction of the Year Award (Bauska Holocaust Memorial Garden).

EDUCATION

- Bachelor of Science in Construction Management, University of Cape Town, South Africa.

Jeffrey Essakow

Director of Capital Markets | President, Protea Properties

PROFESSIONAL PROFILE Jeffrey Essakow is a visionary developer and financial architect specializing in complex, transformative projects. Since founding Protea Properties in 1997, he has been responsible for developing over $600 million of commercial projects, with 1.3 million square feet currently under management. He excels at structuring bespoke capital stacks tailored to the unique characteristics of each asset, including private equity, institutional capital, and fund capital.

RELEVANT EXPERIENCE

- **Protea Properties (La Jolla, CA):** President and Co-Founder (1997–Present), overseeing all development activities and portfolio expansion.
- **Veterans Administration Clinic (Kearny Mesa, CA):** Successfully financed and developed the $120 million specialized healthcare facility.
- **Parco Mixed-Use Project:** Successfully financed this attainable housing project using creative private equity and debt structures.
- **Rancho Valencia Resort and Spa:** Partner in the resort named #1 Best Resort in California.
- **Tinley Sportswear:** Former CEO of the successful athletic apparel company, which he sold to Reebok in 1992.

PHILANTHROPY & COMMUNITY LEADERSHIP

- Co-Founder and Chairman of the Board, Challenged Athletes Foundation (CAF).
- Over 25 years of service, helping to raise more than $190 million and award 42,000+ grants to athletes with physical disabilities.
- Recipient of the 2023 Jim MacLaren Award, CAF’s highest honor.

EDUCATION

- Bachelor of Accounting, Natal University, South Africa.
- Chartered Accountant designation.

Paul Gherini

Project Executive | Resident Representative

PROFESSIONAL PROFILE Paul Gherini is a highly specialized real estate professional with over a decade of experience in acquisitions, complex financial analysis, and large-scale development. As a resident of Santa Barbara, he serves as the local representative for the joint venture, providing hands-on, day-to-day management and oversight for the 255 Stanley Avenue project. Paul's expertise lies in navigating the intricate regulatory and financial landscapes of Public-Private Partnerships (P3), having successfully collaborated with various federal, state, and local agencies.

RELEVANT EXPERIENCE

- **Acquisitions & Financial Strategy:** Has overseen the underwriting, acquisition, and development of over $2 billion in real estate transactions.
- **Seaport San Diego Redevelopment:** Played a critical role in securing this landmark waterfront project by leading the comprehensive financial analysis.
- **Public-Private Partnership (P3) Lead:** Extensive experience managing complex agreements involving public entities such as:
    - The Port of San Diego
    - Veterans Affairs (VA)
    - Metropolitan Transit System (MTS)
    - University of California, San Diego (UC San Diego)
    - San Diego Association of Governments (SANDAG)

PROFESSIONAL AFFILIATIONS

- **NAIOP (National Association of Industrial and Office Parks):** Active member for 10 years, currently serving on the Developing Leader Steering Committees.
- **University Lecturer:** Currently teaches a real estate development course at UC San Diego, focusing on modern urban housing and financial modeling.

EDUCATION

- **Bachelor of Science**, University of California, San Diego.

Nick Deitch | AIA

Principal Architect

PROFESSIONAL PROFILE With four decades of architecture and urban design experience, Nick Deitch brings an artistic eye to all projects he's a part of. His extensive portfolio spans across the public and private sector; from community planning and historic restoration to adaptive re-use and mixed-use infill projects. The former president of Turning Point Foundation nonprofit, Nick's also a strong proponent for inclusive and affordable housing solutions. His passion for inclusive and creative design guides much of his work. From community advocacy to strategic design solutions, Nick's comprehensive view of architecture and design makes him one of RRM's most valued team players.

RELEVANT EXPERIENCE

- Thousand Oaks Civic Center Master Plan Feasibility Study
- 275 Laurel Street Mixed-Use Development, Ventura
- Anacapa Courts Mixed-Use Development, Ventura
- Casden Apartments, Ventura
- Encanto del Mar Affordable Housing Mixed-Use, Ventura
- Fillmore Terrace Affordable Housing Apartments
- Flint Street Mixed-Use, Ventura
- Maricopa Village Multifamily Infill Development
- Park View Affordable Apartments and Retail, Fillmore
- Santa Clara Street Mixed-Use Design Services, Ventura
- Westview Village Senior and Multifamily Housing, Ventura

PROFESSIONAL AFFILIATIONS

- American Institute of Architects (AIA), Member, 2020-present

EDUCATION

- Bachelor of Architecture, California Polytechnic State University, San Luis Obispo, CA

Lorne Henkel | RA

Project Manager - Architecture

PROFESSIONAL PROFILE With an early interest in spatial complexity, Lorne Henkel's approach to design is led by his aptitude for creative problem-solving. Involved in every aspect of project implementation, his comprehensive perspective benefits both his client and his team. From visioning to construction, Lorne seeks strategic solutions for every client's goal. Specializing in multifamily and mixed-use housing—from custom houses to Thomas Fire rebuilds—he works to provide greater affordable housing in areas with limited options. Valuing inclusivity and collaboration, Lorne executes each project with an all-encompassing view of design. A trusted resource to all who work with him, Lorne's perceptive approach considers both the public and private need.

RELEVANT EXPERIENCE

- 22471 Aspan Street Affordable Housing Entitlement
- 275 Laurel Street Mixed-Use Development, Ventura
- 408 Montgomery Street Affordable Housing, Ojai
- Cypress Road Affordable Housing Entitlements, Oxnard
- Harbor View Villas Fire Rebuild, Ventura
- Ojai Valley School, Upper Campus Conceptual Design and Site Analysis
- Santa Clara Street Mixed-Use Design Services, Ventura
- Thousand Oaks Civic Center Master Plan Feasibility Study
- Westview Village Senior and Multifamily Housing, Ventura

PROFESSIONAL AFFILIATIONS

- Architect, CA, C36417
- LEED AP Building Design + Construction (LEED AP BD+C)

EDUCATION

- Bachelor of Architecture, California Polytechnic State University, San Luis Obispo, CA

Tony Tomasello | LEED AP

Housing Legislative Expert

PROFESSIONAL PROFILE As Manager of Planning at RRM, Tony Tomasello brings a unique skillset to the project team. Working with various stakeholders in the development process, Tony's approach to planning is all-encompassing. From managing permits and entitlements to interfacing with government and community members, Tony ensures that each client's goals are met. His projects range from public and private master plans, land development, infill housing, hospitality, and mixed-use developments. With additional experience in construction management and specific expertise with state housing laws, Tony's multidisciplinary background is part of what makes him one of RRM's most valued planners.

RELEVANT EXPERIENCE

- Lompoc Unified School District Development Site Assessment and Feasibility Study
- Mountain View Apartments Housing Affordable Housing, Fillmore
- Rancho Sierra Senior Supportive Housing, Camarillo
- Cypress & 7th Affordable Housing, Lompoc
- Barry Street Mixed Income Affordable Housing, Camarillo
- Santa Barbara Unified School District Tatum Multifamily
- Thousand Oaks Civic Arts Plaza Entitlement, Master Plan, Specific Plan, and
- Carpinteria Unified School District Bailard Avenue Workforce Housing
- Key Site 1 Residential Mixed Use Development, Orcutt
- 711 North Milpas Street Mixed-Use Development, Santa Barbara
- Westmont College Faculty Housing, Santa Barbara
- 835 East Canon Perdido StreetHousing, Santa Barbara
- Hollister Lofts Affordable Housing, Santa Barbara
- 6491 Calle Real Multifamily Housing, Goleta

PROFESSIONAL AFFILIATIONS

- Leadership in Energy and Environmental Design Accredited Professional (LEED AP)
- USGCB Central Coast (C4) Chapter, Member
- Urban Land Institute (ULI), Los Angeles Chapter, Member
- American Planning Association (APA), Central Coast Section, Member
- Coastal Housing Coalition Board of Directors
- RRM Senior Associate

EDUCATION

- Bachelor of Arts, Environmental Studies and Economics, University of California, Santa Cruz

Rachel Hollander | AICP

Land Use Planner

PROFESSIONAL PROFILE Rachel Hollander brings a deeply hands-on and solutions-oriented approach to planning, entitlement strategy, and project delivery. An innovative leader, she guides projects from early feasibility and pre-application planning through final approvals, ensuring that concepts translate into clear, compelling, and technically sound submittals. Rachel excels at navigating complex entitlement pathways, preparing persuasive documentation, and coordinating closely with local agencies to secure timely permits and approvals. Her multidisciplinary collaboration with RRM's planning, architecture, and engineering teams consistently strengthens project outcomes and streamlines the design—permit interface. Rachel is also a key contributor to community outreach efforts, helping build trust, transparency, and consensus among stakeholders. Her holistic approach—balancing regulatory requirements, community priorities, and client objectives—makes her an asset on projects requiring strategic entitlement navigation and thoughtful, community-serving design.

RELEVANT EXPERIENCE

- Lompoc Unified School District Development Site Assessment and Feasibility Study
- Santa Barbara Ocean Collective Site Assessment, Santa Barbara City College
- Mountain View Apartments Housing Affordable Housing, Fillmore
- Rancho Sierra Senior Supportive Housing, Camarillo
- Barry Street Mixed Income Affordable Housing, Camarillo
- Santa Barbara Unified School District Tatum Multifamily
- Thousand Oaks Civic Arts Plaza Entitlement, Master Plan, Specific Plan, and
- Carpinteria Unified School District Bailard Avenue Workforce Housing
- 711 North Milpas Street Mixed-Use Development, Santa Barbara
- Hollister Lofts Affordable Housing, Santa Barbara
- 6491 Calle Real Multifamily Housing, Goleta

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Central Coast Section Director (2019-2023); Past Section
- City and Regional Planning Advisory Council (CiRPAC) (2024-present)
- HBA Central Coast Board of Directors (2026-present)

EDUCATION

- Bachelor of Science, City and Regional Planning, California Polytechnic State University, San Luis Obispo, CA

Susanne Cooper | PE

Civil Engineer

PROFESSIONAL PROFILE Susanne manages the day-to-day operations of Sanbell's 35-person Ventura office. In her 29 years with Jensen Design and Survey (now Sanbell) in the Ventura County area she has developed extensive experience as a senior-level engineer designing and managing a variety of projects through grading, sewer, water, storm drain, street design, and construction administration phases. She also specializes in hydrologic analysis and detention analysis/design. Susanne motivates and mentors her staff to maintain efficiency and meet deadlines while producing innovative and cost-effective solutions for the most complex design issues.

RELEVANT EXPERIENCE

- Los Angeles Rams Football Team, Thousand Oaks
- The Thacher School, Ojai -
- California Lutheran University, Thousand Oaks
- Rio Del Valle Campus Expansion, Oxnard

PROFESSIONAL AFFILIATIONS

- Registered Civil Engineer, California, C060448
- Technical Communications Certificate; California Polytechnic State University, San Luis Obispo, CA, 1996
- California Certified Qualified Stormwater Pollution Prevention Plan Practitioner/ Developer (QSP/D), 00304
- Cal Poly Civil Engineering Industry Advisory Board
- Ventura College – Construction Technology Advisory Board
- Association of Water Agencies of Ventura County , President
- Ventura Chamber of Commerce, Board Member and PAC Trustee
- Youth Basketball and Football Coach

EDUCATION

- Bachelor of Science, Civil Engineering, California Polytechnic State University, San Luis Obispo, CA

Kinsey Hensley | PE

Senior Project Manager

PROFESSIONAL PROFILE Kinsey is a Senior Project Manager providing a full range of services from front-end processing and design to approval. Past projects have included private medical facilities, multi-family developments, commercial centers, recreational complexes, and institutional expansions. As an Engineer and Project Manager, she has developed relationships with agency personnel, and is well-versed in local agency requirements. Her engineering solutions are proven and her built relationships have garnered her the respect of colleagues across California as shown in her selection as ASCE Engineer of the Year 2019 and Top 40 under 40 professionals across Ventura, Santa Barbara and San Luis Obispo counties.

RELEVANT EXPERIENCE

- Harvest at Limoneira, Santa Paula, CA
- National Disaster Search Dog Foundation, Santa Paula, CA
- Corotona Residential, Camarillo, CA

PROFESSIONAL AFFILIATIONS

- Registered Civil Engineer, California, C70360
- California Certified Qualified Stormwater Pollution Prevention Plan Practitioner / Developer (QSP/D), No.1065
- Member, American Society of Civil Engineers

EDUCATION

- Bachelor of Science, Civil Engineering, California Polytechnic State University, San Luis Obispo, CA

Christopher R. Guillen

Entitlement Attorney

PROFESSIONAL PROFILE Natural resources attorney with expertise in land use, housing, CEQA and water matters. Specialized experience in housing, renewable energy, winery and other real estate development projects, as well as water supply related litigation. A committed team leader with an innovative, business-oriented approach to representation and advocacy.

Chris Guillen serves as a trusted advisor to clients navigating complex deals and projects involving natural resources. He approaches each matter with a clear focus on practical problem-solving—helping clients assess risk, understand regulatory constraints, and make informed business decisions that align with their long-term objectives.

His practice sits at the intersection of real estate development and water-related issues, with deep experience in California housing law, the California Environmental Quality Act (CEQA), and the Sustainable Groundwater Management Act (SGMA). He works with a diverse range of clients, including private property owners, developers, farmers and wineries, public agencies, and nonprofit organizations.

His work includes guiding clients through due diligence for housing developments and natural resource investments; representing landowners in water rights disputes; challenging overly restrictive land use regulations; defending agricultural operations in land use permit appeals; and resolving disputes arising from flood and erosion events. He also advises landowners and renewable energy developers on land transitions and natural resource asset opportunities—helping them entitle projects, structure viable paths forward, and, when necessary, successfully navigate litigation.

Chris maintains a robust pro bono practice and sits on the firm’s Pro Bono Committee.

PRACTICES

- Public Agency & Administration Law;
- Land Use & Development;
- Water;
- Natural Resources;
- NEPA/CEQA;
- Pro Bono

EDUCATION

- J.D., 2014, Loyola Law School, Dean's List
- B.A., 2011, University of California at Santa Barbara, Environmental Studies

Mack Carlson

Transaction Attorney

PROFESSIONAL PROFILE Trusted advisor to a broad spectrum of clients in complex water, land use and housing matters. In-depth public agency and general counsel experience. Unique combination of scientific and legal expertise. Mack Carlson is a dynamic natural resources attorney who advises public agencies, developers and water districts on complex environmental, land use, housing, public law and water law matters.

Mack has developed a detailed understanding of land use especially related to assisting developers understand and leverage California housing laws, including the Housing Accountability Act, the Surplus Lands Act, Density Bonus Law and the Permit Streamlining Act, to advance residential and mixed-use project. He guides clients through their development options under various, streamlined ministerial permitting pathways under state law. Mack also serves as assistant legal counsel for the City of Carpinteria, where he drafts ordinances, reviews contracts, processes land use entitlements, negotiates public private partnerships (P3), and advises on the California Environmental Quality Act compliance.

Leveraging his technical expertise as a former hydrogeologist and extensive legal experience, Mack advises on water and groundwater law for a wide variety of clients, including California Water District, large and small agricultural landowners and groundwater sustainability agencies. Mack tackles implementation of the Sustainable Groundwater Management Act from both the private and public agency perspective—assisting clients with review, development and implementation of groundwater sustainability plans. He also has served as general counsel for a groundwater sustainability agency in Southern California and deputy general counsel for the largest water district in California.

PRACTICES

- Public Agency & Administration Law;
- Land Use & Development;
- Water;
- Natural Resources;

EDUCATION

- J.D., 2018, University of California, Davis School of Law, Order of the Coif
- B.S., 2010, Tufts University

Section 5 - Statement of Financial Qualifications

The Protea + Malick Infill Development joint venture possesses the financial strength, sophisticated capital relationships, and track record necessary to successfully execute a project of the scale and complexity required for 255 West Stanley Avenue. Our primary financial engine, Protea Properties, is a full-service real estate investment and development firm with nearly three decades of experience managing a diverse portfolio across various sectors. Under the leadership of Jeffrey Essakow and Yehudi Gaffen, the firm has successfully developed over **$600 million** in commercial, residential, and retail projects. Our team's financial capability is further evidenced by our recent selection for the **$1 billion Keystone Education District** project, a testament to our capacity to capitalize landmark public-private initiatives.

- **Corporate Structure and Affiliations:** The proposing entity is a strategic joint venture between Protea Properties and Malick Infill Development. While the JV itself is not a subsidiary of another corporation, both member firms maintain various independent real estate partnerships and special-purpose entities utilized for specific assets. Comprehensive lists of these affiliated partnerships and current portfolios are publicly disclosed on our respective corporate websites.
- **Bankruptcy History:** Neither the proposer, its member firms, nor any of its officers, principal shareholders, or investors have been adjudged bankrupt—either voluntarily or involuntarily—within the past ten years. Our principals maintain a pristine financial record characterized by consistent performance and reliability.
- **Pending Litigation:** There is no pending litigation against the proposer, its member firms, or its officers and principal members. The team maintains excellent standing with all regulatory bodies and financial institutions.

Proof of Financial Capacity

We have included a verification letter from **Ascent Private Capital Management of U.S. Bank**, which specializes in serving ultra-high-net-worth clients. The letter confirms a banking relationship spanning over 30 years with Jeffrey Essakow and Yehudi Gaffen, noting that our typical relationship net worth profile is **in excess of $75 million**. Both principals remain in excellent standing and have always performed on their financial obligations as agreed.

March 4, 2026

DCG Strategies (255 W Stanley Ave RFP)
7600 Dublin Boulevard, Suite 275
Dublin, CA 94568

Re: Jeffrey Essakow and Yehudi Gaffen

To whom it may concern:

Our clients identified above have requested that we provide certain confirmatory information to you in connection with a proposed real estate transaction.

We confirm that Jeffrey Essakow and Yehudi Gaffen are highly valued clients of Ascent Private Capital Management of U.S. Bank. The relationship goes back over 30 years through their legacy relationship with Union Bank Private Wealth Management. Both Mr. Essakow and Mr. Gaffen have always performed as agreed and remain in excellent standing.

Personal financial information is not included in the body of this letter for confidentiality reasons. We would be happy to answer any questions you might have with authorization from the clients. Ascent Private Capital Management of U.S. Bank is a boutique division within the Bank that specializes in serving ultra-high net worth individuals and families. The typical relationship net worth profile is in excess of $75 million.

We hope that this provides you with the information required. Should you require anything further, please contact me at the information provided below.

Sincerely,

Patrick J Brown
Managing Director of Private Banking - California
Ascent Private Capital Management of U.S. Bank
18300 Von Karman Ave, Suite 500
Irvine, CA 92612

Patrick Brown

NMLS Number: 1777395
pat.brown1@ascent.usbank.com
Cell Phone (949) 300-8393

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U.S. Bank Public

Section 6 - Conflicts / Legal Issues

Based on the requirements set forth in the RFP, we provide the following statements regarding the legal and ethical standing of the Protea + Malick Infill Development joint venture.

6.1 Statement of Conflict of Interest

The proposer has conducted a thorough internal review of its recent, current, and anticipated contractual obligations. We hereby certify that there are no known contractual obligations or relationships that constitute a potential conflict of interest with the Ventura Unified School District or the development of 255 West Stanley Avenue.

6.2 Legal Disclosure Responses

In accordance with the required review process, the following responses address specific legal inquiries:

- **Pending Legal Action:** There is currently no pending legal action against the proposer, its member firms, or any employee of the proposer in connection with projects similar to those described in this RFP.
- **Litigation History:** Neither the proposer nor any of its employees has ever been subject to litigation in connection with projects similar to the educator workforce housing or mixed-use developments requested in this RFP.
- **Contract Terminations:** The proposer has not had any contract terminated for cause within the last five (5) years.

FOR YOUTH DEVELOPMENT™
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

March 5, 2026

Board of Education

Ventura Unified School District

255 W. Stanley Ave, Suite 100

Ventura, CA 93001

Statement of Interest – Community Recreation Partner

The Channel Islands YMCA is proud to be part of the opportunity to propose on the VUSD site located at 255 W. Stanley for a Community Recreation Center as part of the larger master plan vision for the property. The Channel Islands YMCA is a trusted, mission-driven nonprofit organization dedicated to strengthening communities through inclusive recreation, wellness, youth development, and social responsibility. Serving Ventura County and surrounding communities, the YMCA has a long history of partnering with public agencies, schools, and community organizations to deliver high-quality programs that promote healthy living, connection, and belonging for people of all ages and abilities.

As a community recreation partner, the Channel Islands YMCA brings a holistic approach to programming that emphasizes access, safety, and positive outcomes. Our programs are designed to meet diverse community needs and may include youth and teen enrichment, aquatics and water safety, sports and fitness, family recreation, senior wellness, and special events. We prioritize programs that are welcoming, developmentally appropriate, and aligned with community values, while remaining adaptable to local goals and facility requirements.

The YMCA is uniquely positioned to support public recreation efforts through its experience operating and supporting community facilities, managing programs at scale, and collaborating closely with municipal staff and stakeholders. Our team emphasizes strong operational standards, clear communication, and accountability. Staff are trained to uphold safety protocols, customer service excellence, and inclusive practices, ensuring participants feel safe, supported, and engaged.

Ventura Family YMCA
serving Santa Barbara and Ventura counties
3760 Telegraph Rd. Ventura, CA 93003
P 805.642.2131 ext. 2124 ciymca.org

Equity and access are central to the YMCA's mission. Through financial assistance, outreach, and inclusive program design, the Channel Islands YMCA works to reduce barriers to participation and ensure that recreation opportunities are available to all community members, regardless of income or background. This commitment aligns well with public agencies seeking partners who prioritize community impact alongside operational excellence.

In addition, the YMCA has a strong focus on youth development and community well-being. Programs are intentionally designed to build confidence, foster social skills, encourage healthy habits, and create positive connections between participants, families, and the broader community. The YMCA's collaborative approach allows us to tailor programming to community-identified needs while complementing rather than duplicating existing services.

The Channel Islands YMCA would welcome the opportunity to serve as a community recreation partner and respond to this Request for Proposal for the property at 255 W. Stanley. We are committed to working collaboratively to deliver high-quality, sustainable recreation programs that enhance community life, support public goals, and create lasting positive outcomes for residents.

Amy Bailey Jurewicz



Executive Director
Ventura Family YMCA
805-.642.2131
amy.bailey@ciymca.org